

M E M O R A N D U M

TO: Mr. Errickson, Institutional Programs Coordinator
Mrs. Gates, Unit Program Director - Center Unit

FROM: O. D. Berg, Director of Rehabilitation Therapies

DATE: September 12, 1969

SUBJECT: Work Activity Center general information, and duties and responsibilities for Work Activity Center Director and Workshop Supervisor.

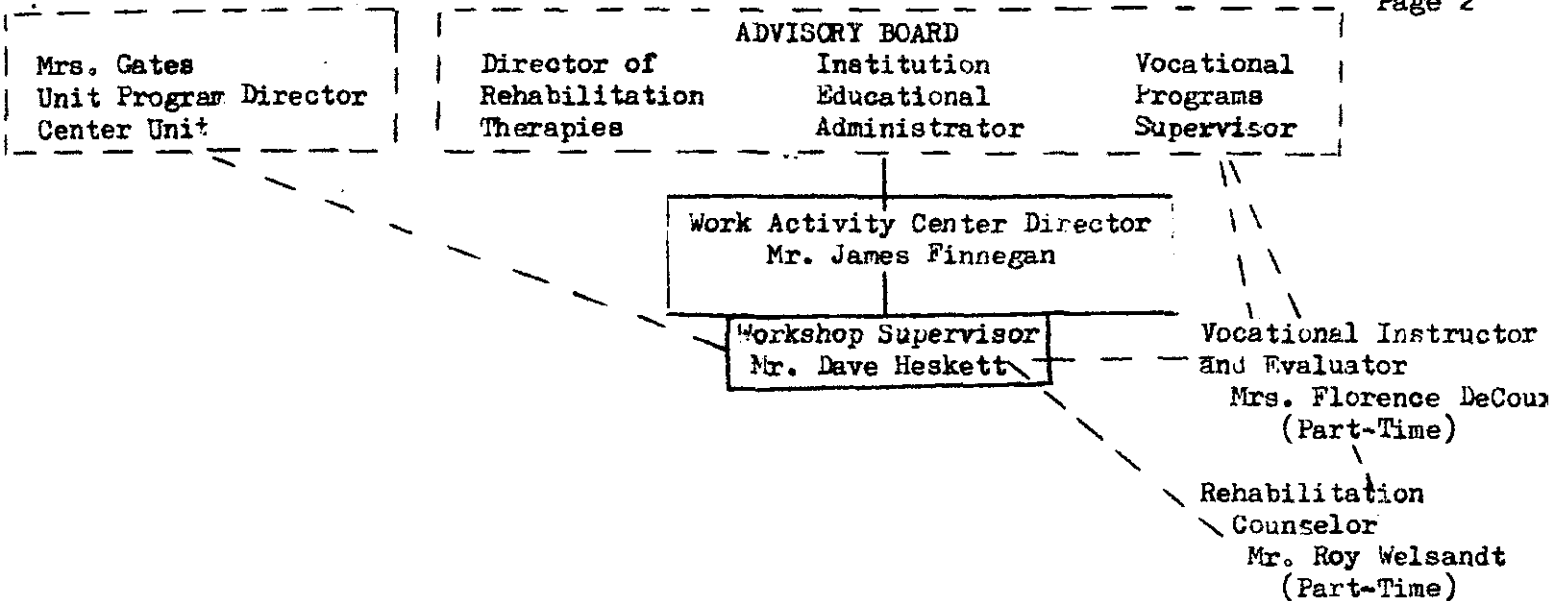
The proposal for a Work Activity Center at Fairbault State Hospital received verbal "go ahead" on June 6, 1969 from Mr. Ralph Ford, State Rehabilitation Director and D.V.R. Since that time Mr. Berg, Director of Rehabilitation Therapies, has been working very closely with Mr. Thurber, Business Manager, and his staff consisting of Mr. Knack, Mr. Welsandt, Mr. Finnegan, Mrs. DeCoux and Mr. Dave Heskett, Psychiatric Technician from Center Unit, under Mrs. Gates' supervision to develop the program.

Until August 22, 1969 Mr. Delbert Knack, Institution Educational Administrator, served as Acting Work Activity Center Director. During that time Mr. Knack performed an excellent job of coordinating contract procurement and developing the administrative aspects of the program. He worked very closely with Mr. Heskett prior to his extended illness and other members of the Rehabilitation staff assigned to the program.

On August 22, 1969 a meeting was called with Mr. Errickson to bring him up to date on the developments. Present at this meeting were Mr. Errickson, Mr. Berg, Mr. Knack, Mr. Heskett, Mr. Welsandt and Mr. Finnegan. Due to the fact that Mr. Knack has many other duties and responsibilities in conjunction with his Special Education Section of Rehabilitation Therapies, he would not be able to devote any great amount of time to the Work Activity Center program other than in an advisory capacity. It had become very evident that the program needed constant administrative supervision and there was urgent need for formulating areas of responsibility. The following decision was made in regard to organizational responsibility:

"Mr. James Finnegan will be working on procurement of contracts and delivery, and providing administrative direction. Mr. Roy Welsandt, Mrs. Florence DeCoux and Mr. James Finnegan will be continuing on Prevocational Training and helping residents in the work areas of the institution. Mr. Dave Heskett will be the Workshop Supervisor and Mr. Roy Welsandt and Mrs. Florence DeCoux will assist him as indicated."

The Organizational Chart of the Work Activity Center Section of Rehabilitation Therapies is as follows:



A bill for an act relating to the Minnesota State institutions for the mentally ill and mentally retarded to establish work activity programs in state hospitals was enacted by the Legislature of the State of Minnesota in February 1969. The bill reads as follows:

"Section 1. (PRE-VOCATIONAL TRAINING FOR PATIENTS: ADMINISTRATION) Subdivision 1. The commissioner of public welfare is hereby authorized to establish, subject to the approval of the commissioner of education, within the state institutions for the mentally ill and mentally retarded, work activity programs for the manufacture, processing and repairing of goods, wares, and merchandise for the purpose of providing therapeutic work activities for patients and residents.

Subdivision 2. The work activity programs authorized herein shall be planned and designed exclusively to provide therapeutic activities for handicapped workers whose physical or mental impairment is so severe as to make productive capacity inconsequential. The activities within this program shall conform to the rules and regulations relating to work activity centers promulgated by the United States Department of Labor. To accomplish the foregoing purpose the commissioner of public welfare shall have the power and authority to:

- a. use the diversified labor fund established by Laws 1945, Chapter 575, Section 19, to purchase equipment and remodel facilities of the institution referred to in subdivision 1 to initiate the work activity program,
- b. formulate a system of records and accounts which shall at all times indicate the extent of purchases, sales, wages, and bidding practices and which shall be open to public inspection.

The commissioner of public welfare shall, subject to the approval of the commissioner of education, have the power and authority to:

- a. create a work activity center revolving fund for the purpose of receiving and expending moneys in the operation of the said programs,
- b. contract with public and private industries for the manufacture, repair, or assembling of work according to standard bidding practices,
- c. use the revenue from the operation of said programs to pay wages to patients and residents according to their productivity, purchase equipment and supplies and pay other expenses necessary to the operation of said programs.

- d. establish an advisory committee consisting of representatives from the departments of health, education, and public welfare, labor and business groups, interested community agencies, including but not limited to the Minnesota Association of Rehabilitation Facilities, the Minnesota Association for Retarded Children, and the Minnesota Association for Mental Health, and the general public. This committee will act in an advisory capacity with respect to the scope of work activity programs, the nature of the goods to be produced and services to be performed in such programs,
- e. utilize all available vocational rehabilitation services and encourage the integration of the work activity program into existing vocational rehabilitation and community based programs, so that the work activity program will neither duplicate nor unfairly compete with existing public or private community programs."

Based on the fact that we must encompass all aspects of the bill in the Work Activity Center at Faribault State Hospital, the Director of Rehabilitation Therapies has appointed a Work Activity Center Director and a Workshop Supervisor. The program must be organized in this manner to provide for levels of responsibility for effective implementation of the Work Activity Law.

The duties and responsibilities for the Work Activity Center Director and the Workshop Supervisor are as follows:

Duties and responsibilities for the Work Activity Center Director are as follows:

A. Administrative Responsibilities

1. He will assume complete responsibility for administrative operation of the Work Activity Center and must work closely with the Business Manager.
 - a. He is responsible for formulating a systematic procedure for all records and accounts which shall at all times indicate the extent of purchases, income, billings to sub-contract services, wages to clients and all other financial transactions necessary to the operation of the program.
 - b. His bidding and all other accounting practices will be open for public inspection and must be acceptable to the Business Manager at Faribault State Hospital.
 - c. He will work very closely with the Business Manager in maintaining a revolving fund for the overall operation of the Work Activity Center. Revenue from the operation of the program will be used to pay wages of clients, according to their productivity, purchase equipment, supply and pay other necessary expenses inherent to program operation.
 - d. He will be responsible for contacting public and private industries for the purpose of procuring assembly, repair and manufacture types work activities for residents assigned to the Work Activity Center for rehabilitative, evaluative, and training purposes utilizing standard bidding practices.
 - e. He is accountable at all times for all supplies and equipment utilized in conjunction with the Work Activity Center.
 - f. He will prepare and make procurement arrangements for supplies and equipment necessary for the operation and further development of the program.
 - g. He is responsible for carrying out correspondence relative to the overall operation of the Work Activity Center.

B. Program and Therapeutic Responsibilities

1. He is responsible for scheduling and programming for therapeutic activities for clients assigned to the WAC through the unit referral system.
2. He is responsible for systematic and regular evaluation of skills, work habits and general level of functioning of clients assigned to the program.
3. He will train and prepare residents capable of learning work skills for eventual community placement, be that sheltered or semi-sheltered through such a facility as the Work Activity Center.
4. He will provide residents with every opportunity possible to develop their functioning ability both in skills, habits and attitudes for their work-a-day world in the Work Activity Center.
5. He will utilize professional training and experience to cooperate and provide therapeutic, rehabilitative and vocational programs and services wherever possible through the Work Activity Center program.
6. He will extend and expand the Work Activity Center to include a wide variety of learning experiences in work skills, attitudes, and habits relative to community placement.
7. He will provide opportunity for a greater number of clients to be included in the Work Activity Center.

C. Coordinating Responsibilities

1. Has a realistic understanding of the role and function of the Work Activity Center and its function in the residents total hospital treatment program and has developed effective methods of communicating this both inter- and extra-departmentally both vertically and horizontally.
2. Attends and contributes pertinent information to Unit, Rehabilitation team and all other meetings when indicated.
3. Recognizes the scope of responsibility of his position. Consults with my supervisor, the Director of Rehabilitation Therapies and other members of the Work Activity Center Advisory Board on problems as indicated.

D. Supervisory Responsibilities

1. Establishes an environment of respect for the personnels' separate opinions and prevents conflict among staff by an effective method of guidance and counseling.
2. Develops standards for performance of staff.
3. Develops standard for safety in the clinics.
4. Interprets to subordinate personnel the DPW, Hospital and Department policies.
5. Assigns, orients and utilizes volunteers to supplement the treatment program if indicated.

E. Cooperation and Rapport

1. Cooperation is enlisted by approaching any and all hospital personnel in a constructive manner.
2. Demonstrates a willingness to cooperate with the hospital wide therapeutic or rehabilitation program.
3. Demonstrates a willingness to participate in demonstration projects, research projects, affiliation programs and formulation of new programs and services in my field of specialty.

F. Educational Responsibilities

1. Orients professional staff, patients, employees, and volunteers to the Work Activity Center.
2. Develops effective communication with medical staff and other departments.
3. Plans and directs student affiliation programs.
4. Attends appropriate meetings, conferences, seminars and workshops.
5. Maintains active membership and assumes an active role in the State Rehabilitation Association and other professional organizations.
6. Reads professional journals and books to keep abreast with current trends in my field of specialty and encourage other personnels to do the same by in-service training, etc.

G. Special Assignments

1. Willing to accept other assignments when it contributes to the total hospital treatment program and welfare of the hospital.
2. Develops long range plans for the department.

Duties and responsibilities for the Workshop Supervisor in the Work Activity Center are as follows:

A. Workshop Procedures and Responsibilities

1. Must possess necessary technical and mechanical ability and ingenuity necessary in the fabrication of jags, and adapted equipment necessary to grade and/or perform procedures inherent in a given sub-contract.
2. Develop systematic procedures necessary to accomodate the many operation involved to complete a sub-contract.
3. Must have knowledge of time-study procedures in conjunction with bidding sub-contracts.
4. He must possess the ability to develop good rapport with the client.
5. Must possess the ability to supervise, counsel, and instruct clients in proper work procedures, skill development and habits.
6. Responsible for the establishment and enforcement of proper safety procedures including evacuation plans in case of a fire.

7. Responsible for establishing and following proper housekeeping procedures in accordance with policies as established by the Hospital Housekeeper.

B. Evaluative and Administrative Responsibilities

1. He must keep accurate records of time, incentive pay information and perform ratings to give a comprehensive evaluation on each client's initial performance, progress and general overall function in the work program.
2. He must be every cognizant of the clients ability, eg., work tolerance, eye-hand coordination, finger dexterity, interpersonal relationships with peers, relationship toward supervisor, ability to accept and carry out instructions, appropriate dress and general hygiene habits, punctuality, etc.

C. Supervisory Responsibilities

1. He is responsible for supervision of personnel assigned to him by the Work Activity Center Director.
2. Based on expansion of program staff the Workshop Supervisor must establish and maintain an environment of respect for personnel assigned to him.
3. Will orient and supervise and/or utilize volunteers or clinical affiliates assigned to the Work Activity Center.

D. Cooperation and Rapport

1. Cooperation is enlisted by approaching any and all hospital personnel in a constructive manner.
2. Demonstrates a willingness to cooperate with the hospital wide therapeut or rehabilitation program.
3. Demonstrates a willingness to participate in demonstration projects, research projects, affiliation programs and formulation of new programs and services in my field of specialty.
4. Must consult with Work Activity Center Directors in all matters pertaining to the program before going to other departments, services or all of Hospital.

E. Educational Responsibilities

1. Attends appropriate meetings, conferences, seminars and workshops.
2. May assume an active role in the State Rehabilitation Association and other professional organizations.
3. Reads professional journals and books to keep abreast with current trends in my field of specialty and encourage other personnel to do the same by in-service training, etc.

F. Special Assignments

1. Willing to accept other assignments when it contributes to the total hospital treatment program and welfare of the hospital.
2. Develops long range plans for the department.

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cc: Dr. Johnson
Mr. Erickson
Mr. Berg
Mr. Knack
Mrs. Gates
Mrs. Welsandt
Mr. Finnegan
Mr. Heskett
Mrs. DeCoux
Mr. Thurber
Mrs. Rappe